INDEX

Subject Index

Appraisal (*See* Performance)

Benefits
Child-Care Policies (C) M-A:4
Communications: Key to a Successful 401(k) Plan (F) M-A:12
Employees, Unions Balk at Cuts in Health Care Coverage (R) S-O:38
Flexibility: Keynote in Compensation and Benefits (R) M-A:36
The Deficit Reduction Act of 1984: Some Implications for Employers (OCB) N-D:31
The Litigation Exposures Posed by Preferred Provider Organizations (F) S-O:19
New Medicare Payment System: Good News or Bad for Health-Care Quality? (R) ... J-F:72
Keeping Health-Care Costs Down, Employee Spirits Up (PW) N-D:40
Recent IRS Ruling Threatens Survival of ZEBRAs (R) M-J:54
What Goes into a Retirement Income Policy? (F) J-A:60
The 1984 Tax Act: How It Will Affect Compensation (R) S-O:35

Career Development
The Care and Tracking of Whiz Kids (F) N-D:60
Career Paths for Public Managers: Upward but Narrow (F) J-A:24
The Challenge Facing Human Resources (F) J-A:4
Developing and Keeping the Best Middle Managers—and Other Valuable Employees (R) J-A:44
Effective Supervisory Training and Development, Part 1: Responsibilities, Needs, and Objectives (F) N-D:25
Mentoring: A Boon to Career Development (F) N-D:20
Performance Appraisal and Career Development: A Shotgun Marriage (F) M-A:57
A Workshop That Optimizes the Older Worker's Productivity (F) M-A:47

Communications
Innovation in a Changing Environment: Lessons from the Change Masters (R) J-A:42
Interdepartmental Conflict: Practical Ways to Prevent and Reduce It (F) J-A:12
Needed: An Expanded HRM Role to Bridge the Gap Between R&D and Manufacturing (F) M-J:47
A Pathway to Change: The Honeywell Study Model (F) J-F:75
Keeping Health-Care Costs Down, Employee Spirits Up (PW) N-D:40
Strategies for Successful Interpersonal Negotiating (F) M-J:70
When a Plant Shuts Down: What Employees Need from Management (R) M-J:59

Comparable Worth
How Can Comparable Worth Be Achieved? (F) S-O:4

Compensation
Compensation Designed to Retain Executives (R) M-J:56
Flexibility: Keynote in Compensation and Benefits (R) M-A:36
How Can Comparable Worth Be Achieved? (F) S-O:4
The Deficit Reduction Act of 1984: Some Implications for Employers (OCB) N-D:31
The 1984 Tax Act: How It Will Affect Compensation (R) S-O:35
Total Compensation Design: Elements and Issues (F) J-F:22

Decision Making
Desexing Decision Styles (F) J-F:43

Employee Assistance Programs
The Benefits of In-house Counseling (F) J-A:53
Helping Disabled Employees Get Back on Their Feet (R) S-O:37

Employee Values
The "Hidden" Job Values Behind Employee Motivation (R) M-A:39

Flexitime
Flexitime in the Utilities Industry (R) M-A:42

Grievance Procedures
Five Types of Non-Union Grievance Systems (F) M-A:67
Non-Union Grievance Procedures: Not Just an Anti-Union Strategy (F) S-O:61

Human Resources Administration
The Challenge Facing Human Resources (F) J-A:4
Helping Disabled Employees Get Back on Their Feet (R) S-O:37
Human Resources Specialists: Working with Managers to Improve Productivity (F) S-O:43
Human Resources Strategies for the Nineties (F) N-D:13
Making Management Philosophy a Cultural Reality, Part 1: Get Started (F) J-F:12
Making Management Philosophy a Cultural Reality, Part 2: Design Human Resources Programs Accordingly (F) M-A:28
Needed: An Expanded HRM Role to Bridge the Gap Between R&D and Manufacturing (F) M-J:47
A Pathway to Change: The Honeywell Study Model (F) J-F:75
A Workshop That Optimizes the Older Worker's Productivity (F) M-A:47

Job Evaluation
Job Evaluation: Problems and Prospects (F) J-F:53

Innovation
Innovation in a Changing Environment: Lessons from the Change Masters (R) J-A:42

Labor Relations
How Concessions and Cooperation Affect Labor–Management Relations (LRU) N-D:57
Labor Relations Challenge: Recovery for Organized Labor? (R) J-A:49

Legislation
The Destruction of Employment at Will (R) J-A:46
Erosion of the Employment-at-Will Doctrine (F) S-O:12
The Deficit Reduction Act of 1984: Some Implications for Employers (OCB) N-D:31
The Litigation Exposures Posed by Preferred Provider Organizations (F) S-O:19
Recent IRS Ruling Threatens Survival of ZEBRAs (R) M-J:54
The 1984 Tax Act: How It Will Affect Compensation (R) S-O:35

Management Styles
"Androgynous" Behavior in CPAs: The Key to Success? (R) S-O:39
Desexing Decision Styles (F) J-F:43
Managing "Technifessionals" (R) J-F:70

Morale
Coping with Job Loss and Job Change (F) S-O:70
Relational Contracts: Key to Changing Employment During Turbulent Times (F) S-O:53

Motivation
Beyond Burnout: The Cop-Out Syndrome (F) N-D:65
Helping Middle Managers Manage Office Technology (F) N-D:6
The "Hidden" Job Values Behind Employee Motivation (R) M-A:39

Negotiating
Interdepartmental Conflicts: Practical Ways to Prevent and Reduce It (F) J-A:12
Strategies for Successful Interpersonal Negotiating (F) M-J:70

Older Workers (*See* Workforce)

Organizational Culture
Making Management Philosophy a Cultural Re-

INDEX

Subject Index

Appraisal (*See* Performance)

Benefits
Child-Care Policies (C) M-A:4
Communications: Key to a Successful 401(k) Plan (F) M-A:12
Employees, Unions Balk at Cuts in Health Care Coverage (R) S-O:38
Flexibility: Keynote in Compensation and Benefits (R) M-A:36
The Deficit Reduction Act of 1984: Some Implications for Employers (OCB) N-D:31
The Litigation Exposures Posed by Preferred Provider Organizations (F) S-O:19
New Medicare Payment System: Good News or Bad for Health-Care Quality? (R) ... J-F:72
Keeping Health-Care Costs Down, Employee Spirits Up (PW) N-D:40
Recent IRS Ruling Threatens Survival of ZEBRAs (R) M-J:54
What Goes into a Retirement Income Policy? (F) J-A:60
The 1984 Tax Act: How It Will Affect Compensation (R) S-O:35

Career Development
The Care and Tracking of Whiz Kids (F) N-D:60
Career Paths for Public Managers: Upward but Narrow (F) J-A:24
The Challenge Facing Human Resources (F) J-A:4
Developing and Keeping the Best Middle Managers—and Other Valuable Employees (R) J-A:44
Effective Supervisory Training and Development, Part 1: Responsibilities, Needs, and Objectives (F) N-D:25
Mentoring: A Boon to Career Development (F) N-D:20
Performance Appraisal and Career Development: A Shotgun Marriage (F) M-A:57
A Workshop That Optimizes the Older Worker's Productivity (F) M-A:47

Communications
Innovation in a Changing Environment: Lessons from the Change Masters (R) J-A:42
Interdepartmental Conflict: Practical Ways to Prevent and Reduce It (F) J-A:12
Needed: An Expanded HRM Role to Bridge the Gap Between R&D and Manufacturing (F) M-J:47
A Pathway to Change: The Honeywell Study Model (F) J-F:75
Keeping Health-Care Costs Down, Employee Spirits Up (PW) N-D:40
Strategies for Successful Interpersonal Negotiating (F) M-J:70
When a Plant Shuts Down: What Employees Need from Management (R) M-J:59

Comparable Worth
How Can Comparable Worth Be Achieved? (F) S-O:4

Compensation
Compensation Designed to Retain Executives (R) M-J:56
Flexibility: Keynote in Compensation and Benefits (R) M-A:36
How Can Comparable Worth Be Achieved? (F) S-O:4
The Deficit Reduction Act of 1984: Some Implications for Employers (OCB) N-D:31
The 1984 Tax Act: How It Will Affect Compensation (R) S-O:35
Total Compensation Design: Elements and Issues (F) J-F:22

Decision Making
Desexing Decision Styles (F) J-F:43

Employee Assistance Programs
The Benefits of In-house Counseling (F) J-A:53
Helping Disabled Employees Get Back on Their Feet (R) S-O:37

Employee Values
The "Hidden" Job Values Behind Employee Motivation (R) M-A:39

Flexitime
Flexitime in the Utilities Industry (R) M-A:42

Grievance Procedures
Five Types of Non-Union Grievance Systems (F) M-A:67
Non-Union Grievance Procedures: Not Just an Anti-Union Strategy (F) S-O:61

Human Resources Administration
The Challenge Facing Human Resources (F) J-A:4
Helping Disabled Employees Get Back on Their Feet (R) S-O:37
Human Resources Specialists: Working with Managers to Improve Productivity (F) S-O:43
Human Resources Strategies for the Nineties (F) N-D:13
Making Management Philosophy a Cultural Reality, Part 1: Get Started (F) J-F:12
Making Management Philosophy a Cultural Reality, Part 2: Design Human Resources Programs Accordingly (F) M-A:28
Needed: An Expanded HRM Role to Bridge the Gap Between R&D and Manufacturing (F) M-J:47
A Pathway to Change: The Honeywell Study Model (F) J-F:75
A Workshop That Optimizes the Older Worker's Productivity (F) M-A:47

Job Evaluation
Job Evaluation: Problems and Prospects (F) J-F:53

Innovation
Innovation in a Changing Environment: Lessons from the Change Masters (R) J-A:42

Labor Relations
How Concessions and Cooperation Affect Labor–Management Relations (LRU) N-D:57
Labor Relations Challenge: Recovery for Organized Labor? (R) J-A:49

Legislation
The Destruction of Employment at Will (R) J-A:46
Erosion of the Employment-at-Will Doctrine (F) S-O:12
The Deficit Reduction Act of 1984: Some Implications for Employers (OCB) N-D:31
The Litigation Exposures Posed by Preferred Provider Organizations (F) S-O:19
Recent IRS Ruling Threatens Survival of ZEBRAs (R) M-J:54
The 1984 Tax Act: How It Will Affect Compensation (R) S-O:35

Management Styles
"Androgynous" Behavior in CPAs: The Key to Success? (R) S-O:39
Desexing Decision Styles (F) J-F:43
Managing "Technifessionals" (R) J-F:70

Morale
Coping with Job Loss and Job Change (F) S-O:70
Relational Contracts: Key to Changing Employment During Turbulent Times (F) S-O:53

Motivation
Beyond Burnout: The Cop-Out Syndrome (F) N-D:65
Helping Middle Managers Manage Office Technology (F) N-D:6
The "Hidden" Job Values Behind Employee Motivation (R) M-A:39

Negotiating
Interdepartmental Conflicts: Practical Ways to Prevent and Reduce It (F) J-A:12
Strategies for Successful Interpersonal Negotiating (F) M-J:70

Older Workers (*See* Workforce)

Organizational Culture
Making Management Philosophy a Cultural Re-

KEY

J-F:4 = January–February: Page 4
(F) = Feature Article
(R) = Roundup
(C) = Consensus
(OCB) = Outlook on Compensation and Benefits
(TrT) = Training Today
(TT) = Technology Tie-In
(PW) = Personnel Winners
(LRU) = Labor Relations Update

ality, Part 1: Get Started (F) J-F:12
Making Management Philosophy a Cultural Reality, Part 2: Design Human Resources Programs Accordingly (F) M-A:28

Outplacement
Outplacement Services at Interfaith Medical Center (R) M-A:44
When a Plant Shuts Down: What Employees Need from Management (R) M-J:59

Participation Programs
Employee Committees: What Effect Are They Having? (F) J-A:67
Participation Programs (C) M-J:4

Performance
A New Appraisal System as Organizational Change: GE's Task Force Approach (F) J-F:31
Performance Appraisal and Career Development: A Shotgun Marriage (F) M-A:57
Performance Appraisal: Current Practices and Techniques (R) M-J:57

Productivity
Beyond Burnout: The Cop-Out Syndrome (F) N-D:65
Helping Middle Managers Manage Office Technology (F) N-D:6
Coping with Job Loss and Job Change (F) S-O:70
Human Resources Specialists: Working with Managers to Improve Productivity (F) S-O:43
Information Technology: 2. Using Personal Computers to Increase the Productivity of Compensation Specialists (F) M-J:28
Relational Contracts: Key to Changing Employment During Turbulent Times (F) . S-O:53
A Workshop That Optimizes the Older Worker's Productivity (F) M-A:47

Recruitment and Selection
The Care and Tracking of Whiz Kids (F) N-D:60
College Recruitment: What Attracts Students to Organizations? (F) M-J:34
A Partnership with Schools to Train Job Prospects (F) M-J:63
The Problem of Phony Resumés: How to Spot a Ringer Among the Applicants (F) M-A:22
Recruitment: Job Posting Practices (C) N-D:48
Recruitment and Selection Programs (C) J-F:4
Volunteer Experience: A Plus on any Resumé (R) S-O:40

Stress Management
Beyond Burnout: The Cop-Out Syndrome (F) N-D:65
Coping with Job Loss and Job Change (F) S-O:70
Diagnosing and Treating Managerial Malaise (F) J-A:34
Preventive Stress Management at the Organizational Level (F) S-O:24
Relieving the Stress and Strain on VDT Operators (R) M-A:41
Robotics and Technology: How to Manage Technostress (R) J-A:51

Technology
Helping Middle Managers Manage Office Technology (F) N-D:6
Information Technology: 1. Planning and Developing a Human Resources Information System (F) M-J:14
Information Technology: 2. Using Personal Computers to Increase the Productivity of Compensation Specialists (F) M-J:28
Linking Personal Computers with Mainframes (TT) N-D:43
Managing "Technifessionals" (R) J-F:70
Not of One Mind: Managers and Secretaries View Office Automation (R) J-F:67
Computer Literacy Training for Employee Relations Professionals (TrT) N-D:53
Relieving the Stress and Strain on VDT Operators (R) M-A:41
Robotics and Technology: How to Manage Technostress (R) J-A:51

Training
Computer Literacy Training for Employee Relations Professionals (TrT) N-D:53
Effective Supervisory Training and Development, Part 1: Responsibilities, Needs, and Objectives (F) N-D:25
Helping Middle Managers Manage Office Technology (F) N-D:6
Needed: An Expanded HRM Role to Bridge the Gap Between R&D and Manufacturing (R) M-J:47
A Partnership with Schools to Train Job Prospects (F) M-J:63
Supervisory Training in Human Resources Law (R) J-A:48

Workforce
Human Resources Strategies for the Nineties (F) N-D:13
Managing "Technifessionals" (R) J-F:70
Where Manpower Gets a Female Cast: Trends in the Industrialized World (R) M-J:61
A Workshop That Optimizes the Older Worker's Productivity M-A:47

Author Index

Adams, Sheila A. and Vincent L. Ferraro
Interdepartmental Conflict: Practical Ways to Prevent and Reduce It (F) J-A:12

Albert, Michael and Murray Silverman
Making Management Philosophy a Cultural Reality, Part 1: Get Started (F) J-F:12
Making Management Philosophy a Cultural Reality, Part 2: Design Human Resources Programs Accordingly (F) M-A:28

Balfour, Alan
Five Types of Non-Union Grievance Procedures (F) M-A:67

Behrens, Curtiss K., with Dennis J. Franecki and Ralph F. Catalanello
Employee Committees: What Effect Are They Having? (F) J-A:67

Bennis, Warren, with Alan J. Rowe and James D. Boulgarides
Desexing Decision Styles (F) J-F:43

Bergmann, Thomas J. and M. Susan Taylor
College Recruitment: What Attracts Students to Organizations? (F) M-J:34

Boulgarides, James D., with Alan J. Rowe and Warren Bennis
Desexing Decision Styles (F) J-F:43

Butler, Robert J. and Lyle Yorks
A New Appraisal System as Organizational Change: GE's Task Force Approach (F) J-F:31

Catalanello, Ralph F., with Dennis J. Franecki and Curtiss K. Behrens
Employee Committees: What Effect Are They Having? (F) J-A:67

Chaison, Gary N. and Mark S. Plovnick
How Concessions and Cooperation Affect Labor–Management Relations (LRU) N-D:57

Cirillo, David J.
Helping Middle Managers Manage Office Technology (F) N-D:6

De Forrest, Sean
How Can Comparable Worth Be Achieved? (F) S-O:4

Donohue, Patrick J.
Linking Personal Computers with Mainframes (TT) N-D:43

Drost, Donald A. and Fabius P. O'Brien
Non-Union Grievance Procedures: Not Just an Anti-Union Strategy (F) S-O:61

Ellig, Bruce R.
Total Compensation Design: Elements and Issues (F) J-F:22

Farren, Caela, with Janet Dreyfus Gray and Beverly L. Kaye
Mentoring: A Boon to Career Development (F) N-D:20

Ferraro, Vincent L. and Sheila A. Adams
Interdepartmental Conflict: Practical Ways to Prevent and Reduce It (F) J-A:12

Franecki, Dennis J., with Ralph F. Catalanello and Curtiss K. Behrens
Employee Committees: What Effect Are They Having? (F) J-A:67

Frayne, Colette A. and Phillip L. Hunsaker
Strategies for Successful Interpersonal Negotiating (F) M-J:70

Gaylord, Maxine B. and Estelle C. Symons
Coping with Job Loss and Job Change (F) S-O:70

Giblin, Edward J.
The Challenge Facing Human Resources (F) J-A:4

Ginsburg, Sigmund G.
Diagnosing and Treating Managerial Malaise (F) J-A:34

Glicken, Morley D. and Katherine Janka
Beyond Burnout: The Cop-Out Syndrome (F) N-D:65

Gray, Janet Dreyfus, with Caela Farren and Beverly L. Kaye
Mentoring: A Boon to Career Development (F) N-D:20

Holoviak, Sharon Brookens and Stephen J. Holoviak
The Benefits of In-house Counseling (F) J-A:53

Holoviak, Stephen J. and Sharon Brookens Holoviak
The Benefits of In-house Counseling (F) J-A:53

Hunsaker, Phillip L. and Colette A. Frayne
Strategies for Successful Interpersonal Negotiating (F) M-J:70

Janka, Katherine and Morley D. Glicken
Beyond Burnout: The Cop-Out Syndrome (F) N-D:65

Joiner, Emily A.
Erosion of the Employment-at-Will Doctrine (F) S-O:12

Kaminski-da Roza, Victoria
A Workshop That Optimizes the Older Worker's Productivity (F) M-A:47

Kaye, Beverly L.
Performance Appraisal and Career Development: A Shotgun Marriage (F) M-A:57

Kaye, Beverly L., with Caela Farren and Janet Dreyfus Gray
Mentoring: A Boon to Career Development (F) N-D:20

Kirkpatrick, Donald L.
Effective Supervisory Training and Development, Part 1: Responsibilities, Needs, and Objectives (F) N-D:25

Lederer, Albert L.
Information Technology: 1. Planning and Developing a Human Resources Information System (F) M-J:14

Levine, Hermine Zagat
Child-Care Policies (C) M-A:4

Job Posting Practices (C) N-D:48

Participation Programs (C) M-J:4

Recruitment and Selection Programs (C) J-F:4

McDonough, Edward F. III
Needed: An Expanded HRM Role to Bridge the Gap Between R&D and Manufacturing (F) M-J:47

Machlowitz, Marilyn
The Care and Tracking of Wiiz Kids (F) N-D:60

Norton, John H.
Computer Literacy Training for Employee Relations Professionals (F) N-D:53

O'Brien, Fabius P. and Donald A. Drost
Non-Union Grievance Procedures: Not Just an Anti-Union Strategy (F) S-O:61

Odiorne, George S.
Human Resources Strategies for the Nineties (F) N-D:13

Perry, Lee Tom
Relational Contracts: Key to Changing Employment During Turbulent Times (F)... S-O:53

Pesso, Tana
A Pathway to Change: The Honeywell Study Model (F) J-F:75

Plovnick, Mark S. and Gary N. Chaison
How Concessions and Cooperation Affect Labor–Management Relations (LRU) N-D:57

Quick, James C. and Jonathan D. Quick
Preventive Stress Management at the Organizational Level (F) S-O:24

Quick, Jonathan D. and James C. Quick
Preventive Stress Management at the Organizational Level (F) S-O:24

Rich, Wilbur C.
Career Paths for Public Managers: Upward but Narrow (F) J-A:23

Risher, Howard
Job Evaluation: Problems and Prospects (F) J-F:53

Rowe, Alan J., with Warren Bennis and James D. Boulgarides
Desexing Decision Styles (F) J-F:43

Russ, Henry L. Jr.
Information Technology: 2. Using Personal Computers to Increase the Productivity of Compensation Specialists (F) M-J:28

Schechter, Jack H.
The Deficit Reduction Act of 1984: Some Implications for Employers (OCB) . N-D:31

Solomon, Barbara
Keeping Health-Care Costs Down, Employee Spirits Up (PW) N-D:40

Summers, Donald
Human Resources Specialists: Working with Managers to Improve Productivity (F) S-O:43

Symons, Estelle C. and Maxine B. Gaylord
Coping with Job Loss and Job Change (F) S-O:70

Taylor, M. Susan and Thomas J. Bergmann
College Recruitment: What Attracts Students to Organizations? (F) M-J:34

Tobin, Vincent M.
What Goes into a Retirement Income Policy? (F) J-A:60

Van Tuyl, Paul
Communications: Key to a Successful 401(k) Plan (F) M-A:12

Vecchio, Robert P.
The Problem of Phony Resumés: How to Spot a Ringer Among the Applicants (F) M-A:22

Vienna, Anthony M.
The Litigation Exposures Posed by Preferred Provider Organizations (F) S-O:19

Yorks, Lyle and Robert J. Butler
A New Appraisal System as Organizational Change: GE's Task Force Approach (F) J-F:31